



## shared services an international law firm

### the challenge

#### A major change programme? Step up qedis ...

For the client, this programme was set to bring a fundamental transformation within their support organisation covering the IT, HR, Finance, Business Services, Business Development and Library functions. To cut costs in the first instance, the client established a Shared Service Centre in Northern Ireland. This was also designed to allow the delivery of support services as a large scale, global organisation, rather than a smaller, London dominated one, as was historically the case. qedis was challenged to design and implement how 'operational' staff in Belfast were to be managed and directed by the 'thought leaders' in London, and their relative split of responsibilities (including career progression within the organisation).

### our approach

It was time for the qedis time to roll their sleeves up as they were responsible for undertaking a complete review of the clients 'back office' and support functions. From there they were able to design how the client should work in the future, gaining input from senior client stakeholders. The team also led the planning and managing of recruitment and induction; the delivery of training and knowledge transfer; changes to 'ways of working'; planning the transition of the work; and finalising the planned closedown of roles in the London support organisation. And lastly, they were tasked with defining how the Shared Service Centre should evolve over the next five years', moving to a truly shared service for the entire organisation, delivering support services across the globe on a 24x7 basis.

### our value

- Successfully opened the shared service centre in July 2011 and is on track to deliver £51M of cost savings over 10 years.
- Delivered a 16% increase in the savings forecast for the first 3 years (compared to the original business case). This is linked to an increased confidence in the qedis-designed plan, which enabled faster on-boarding of staff in the Belfast office
- Created the governance and reporting structure for the office and developed a Dashboard/Balanced Scorecard to track key SLAs
- Produced a 'programme bible', including the methodology used, and coached the client staff in how to use this for future projects

